

BEFORE THE  
POSTAL REGULATORY COMMISSION

RETAIL ACCESS OPTIMIZATION INITIATIVE

Docket No. N2011-1

I hereby declare, under penalty of perjury, that:

The direct testimony of Frederick D. Foster, as revised on September 21, 2011, was prepared by me or under my direction; and

If I were to give this testimony before the Commission orally today, it would be the same.

  
\_\_\_\_\_  
Frederick D. Foster

10/14/2011  
Date